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| **Pre-Work** | **Module 1** | **Action Required Between Modules** | **Module 2** | **Action Required Between Modules** | **Module 3** | **Action Required Between Modules** | **Module 4** | **Action Required Between Modules** | **Module 5** |
| 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 | 9:30 – 16:30 |
| **Day 1 Overview** | **Day 2 Overview** | **Day 3 Overview** | **Day 4 Overview** | **Day 5 Overview** | **Day 6 Overview** | **Day 7 Overview** | **Day 8 Overview** | **Day 9 Overview** |
| **Completion and Return of Forms x 3:****Participants Form; Pre-Course Reflection (Learner); Pre-Course Reflection (Manager)** | Welcome & Introductions to the ProgrammeExploration of Values & the Impact of Behaviour in the WorkplaceUnderstanding Management & LeadershipSummary & Reflections  | Developing a Coaching Style of Management Summary & Reflections  | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)Complete the following Questionnaires:* MBTI
* Conflict Styles
* Learning Styles (H&M)
 | Developing Healthy Working Relationships through recognising, appreciating & understanding differenceUnderstanding Others to Achieve Effective CommunicationUnderstanding the Changing WorkplaceSummary & Reflections  | Developing Effective Working Relationships through:Creating a Feedback Rich EnvironmentManaging Conflict & Tricky IssuesHolding Effective 1-2-1s, Team Meetings & PADRsSummary & Reflections  | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)Complete the following Questionnaires* Leadership Style
* Learning Styles (VAK)
 | Resilience and Coping With ChangeKeeping People Well at WorkSummary & Reflections  | Introduction to Effective Workforce PlanningOur Journey to Wisdom - Understanding Data Problem Solving & Decision Making for Quality ImprovementSummary & Reflections  | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)Familiarise yourself with the IMTP | Let’s Talk About the Money – The Manager’s Role in Using Resources ResponsiblyListening to Learn: Learning from Events and Each OtherPlanning for PerformanceSummary & Reflections  | Building an Effective Team and Working Across BoundariesExpectations & Preparations for Module 5Summary & Reflections  | Complete your reflection of the 2 days learning to be placed in your course folder (See Template)Preparation for your presentation,  | Sharing Our JourneyA Series of Presentations: “Our Management and Leadership Learning Journey” including Guest Speakers\*(\**Please note that guest Speakers will not be present for the Learner presentations*)Planning Next StepsSummary, Reflections & Action Plans  |
| **Themes underpinning the programme: Patient, Donor & Colleague Experience; Equality, Diversity & Inclusion; Welsh Language & Culture; Health & Wellbeing; Values & Behaviours** |

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| **Additional Learning to be Completed within 12 months of starting programme**  |
| **ELearning** | **Workshops** | **Other** |
| * Managing Attendance At Work
* Bronze IQT
* All Statutory and Mandatory learning to be in compliance
 | * Managing People Effectively
* Recruitment and Selection
* Introduction to TRAC
* Using ESR Effectively
 | * Regular 1-2-1s with Your Manager
* Completing Your Own PADR & PADRs of Your Team
* Embedding effective 1-2-1s, Team Meetings
* Continuous review of your Personal Development Plan
* Further evaluation 6 months following completion of programme
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